

A Project to Enhance Governance and Citizen Engagement by Connecting the Dots to Achieve Results

Project Steering Committee:

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Definitions

- | **Community Indicators:** High-level measures that track community conditions (social, economic, and environmental) and desired community outcomes.
- | **Performance Measures:** Quantifiable, enduring measurements of the amount, quality, efficiency, effectiveness, or outcomes of products or services produced by programs/agencies.



Why Integrate Community Indicators (CI) and Performance Measures (PM)?



- | Provide evidence of program service performance improvements related to citizens' priorities, as reflected by the indicators
- | Increase citizens' confidence in their government's progress toward goals reflected by the indicators and measures
- | Enhance the use of data by citizens and public officials for public debate, decision-making, and allocation of scarce resources
- | Increase the clarity of the contributions made, or needing to be made, by various sectors of society to improve community conditions

Community Indicators Consortium's CI-PM Integration Project

- | **Purpose:** Identify and promote the benefits, opportunities, and successful practices; increase understanding & usage of CI-PM integration
- | **Sponsored by** Alfred P. Sloan Foundation
- | **Approaches**
 - ❖ Expert Work Group
 - ❖ Conference Panels
 - ❖ Research Papers
 - ❖ Case Studies/Real Stories
 - ❖ Training & Education
 - ❖ Networking & Knowledge Sharing



**The “One County” Vision
King County’s Incremental Approach to
Integrating Community Indicators (CI) and
Government Goals & Performance Measures (PM)**

**Presentation to ASPA National Conference
Cheryle A. Broom, King County Auditor
and CIC CI-PM Co-Chair
April 11, 2010**



King County's Intent & Progress Related to Achieving CI-PM Integration

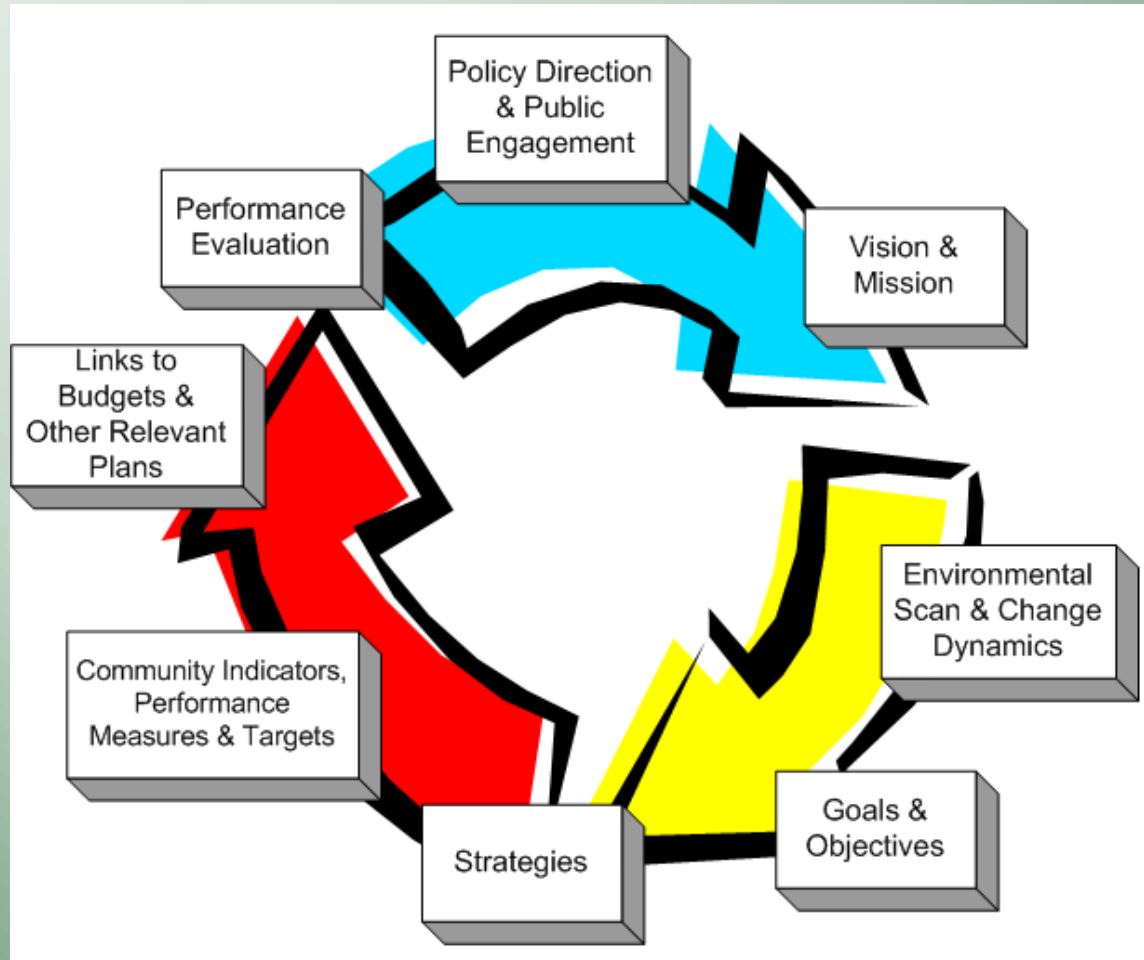
- | Why integrate? – “One County” Vision evolving
- | What to integrate? – Community priorities & processes; strategic planning & policy/budget making
- | Who integrates & how? –Countywide Work Group Performance Management; Office of Strategic Planning & Performance Management; Broader Communities Venues
- | Where find integration? – Strategic Plan, Aims High Report, Communities Count, Benchmark Program, Countywide Community Forums (CCF)
- | When achieve integration? – Status of progress



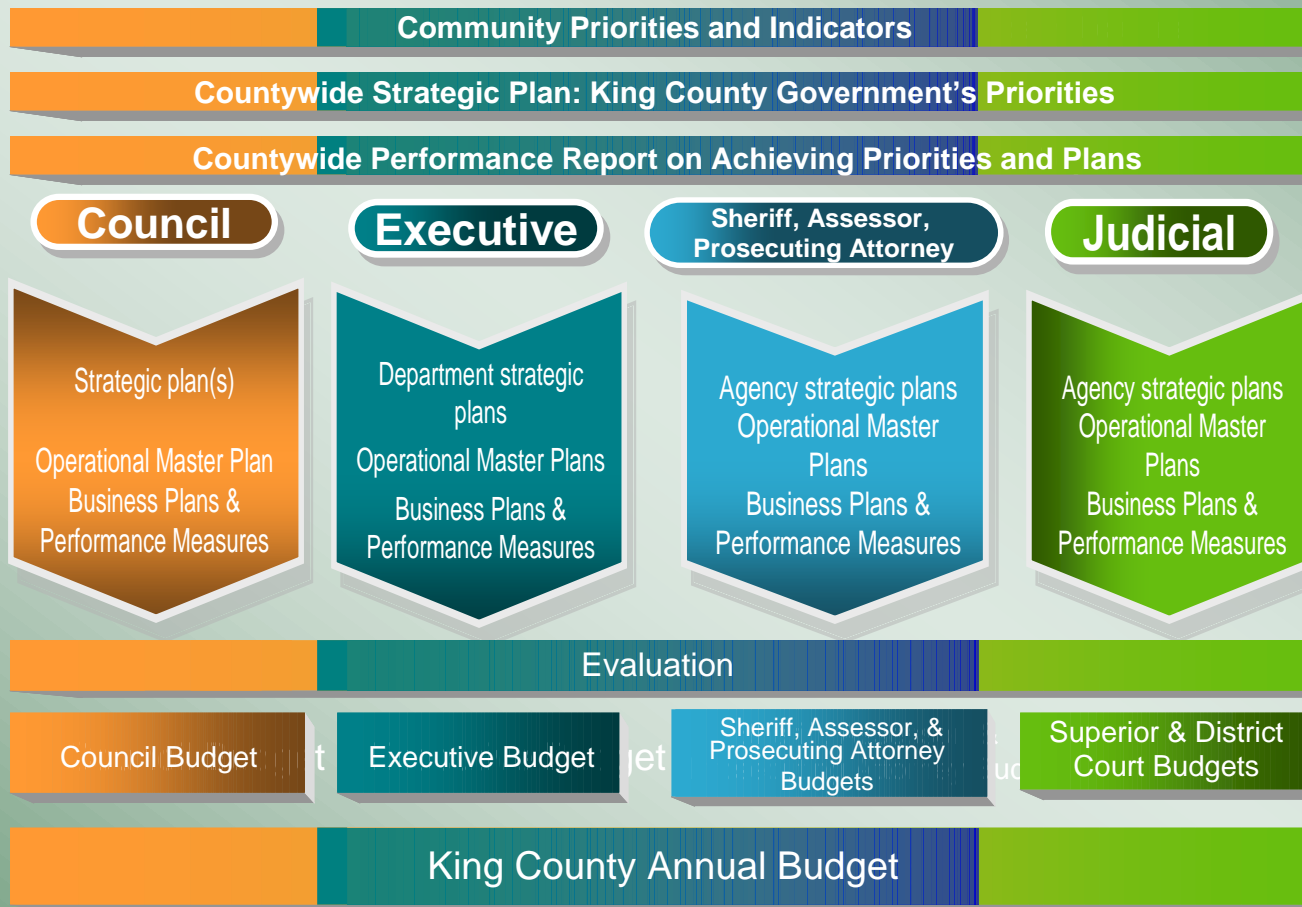
King County's Progress on CI-PM Maturity Model

- I **Why? – “One County” Vision evolving**
- ❖ **Example of Mandates 2003-2008**
 - Motions: To (really) start a countywide government process; established Work Group
 - Work Group proposed vision, framework, process & guidelines
 - Executive initiated AIMS High Performance Report and Business Plans
 - Community leader designed & funded citizen engagement program
 - Ordinances adopted in 2008 to establish countywide performance & accountability system and office in executive branch
- ❖ **Communities Count indicator program and Countywide Benchmark Program began earlier**

Why integrate?



What to integrate?



2/9/10

Who integrates & how?

| To Achieve the Countywide Vision

- ❖ Countywide Performance Management (PM) Work Group
- ❖ Office of Strategic Planning & Performance Management (OSPPM)
- ❖ Countywide Community Forums

| To Achieve focused goals with indicators

- ❖ Communities Count Partnership
- ❖ Growth Management Planning Council Benchmark Task Force

Who integrates & how?

Example - Countywide Performance Management Work Group

Provides a collaborative, collegial forum representing *all* county officials and branches

Advises on achieving the vision

- ❖ 2010 sub committees on implementation of strategic planning, code revisions, county-wide collaboration and accountability, and council briefings
- ❖ Pending: Ongoing integration with budget process, daily operations, employee engagement and public involvement



Who integrates & how?

Example - Office of Strategic Planning & Performance Management

Mandated to oversee development of 1st countywide strategic plan & coordinate PM program in county government.

- ❖ Extensive drafting effort in 2009 included engaging elected officials, employees and public
- ❖ Revised draft under new county executive for submittal to council May 1, 2010



Who integrates & how?

Example – Countywide Community Forums

Independently run and funded citizen engagement program - Upcoming forums on citizen engagement

- ❖ Residents register as councilors & attend small forums
- ❖ Topic mutually developed by executive & council
- ❖ Video prepared; participants include county executive and councilmembers
- ❖ “Opinionnaire” asks public to rank priorities, performance and satisfaction related to chosen topic.



Where find integration?




- **Executive's Aims High**
- **King County Benchmark Program**
- **Communities Count Indicators**
- **Countywide Community Forums**
- **Countywide Strategic Plan**

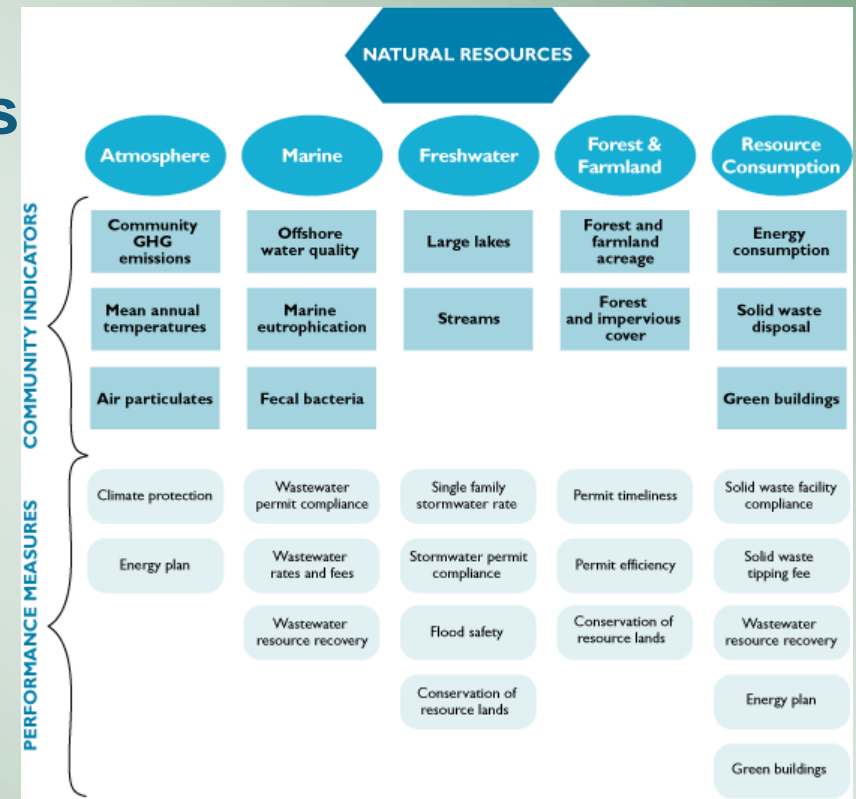


Where find integration?

Aims High Report: started in 2006, Executive Branch set of performance measures linked to indicators

- ❖ Developed with citizen input
- ❖ Nationally Recognized

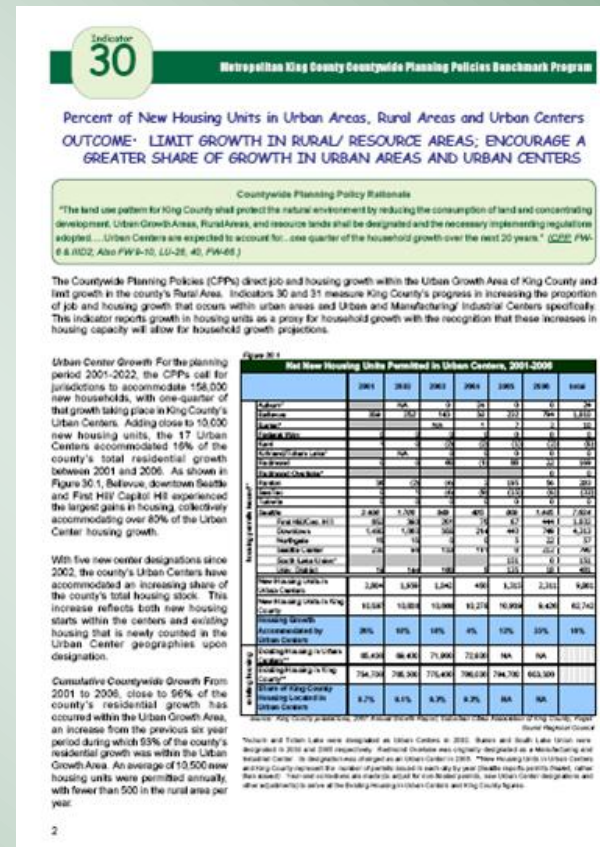
Natural Resources				
MEASURE	EXPLANATION	RESULTS	ACTUAL*	TARGET
Reduction in King County government's greenhouse gas emissions	This measure reflects annual reductions in greenhouse gas emissions compared to 2000 emissions levels.		≥3%	>3%
Percent of chinook salmon restoration projects completed	By 2016, King County is committed to completing 136 habitat restoration projects identified in the chinook salmon recovery plans.		11%	20%
Percent achievement of permit requirements in wastewater, stormwater, and solid waste facilities	Performance requirements for transfer stations, landfills, and storm and wastewater facilities are detailed, complex, and critically important for protecting the health of our environment and our public health and safety.		97%	100%



Where find integration?

King County Benchmark Program: Established in 1995 to track the progress of countywide growth management goals/policies

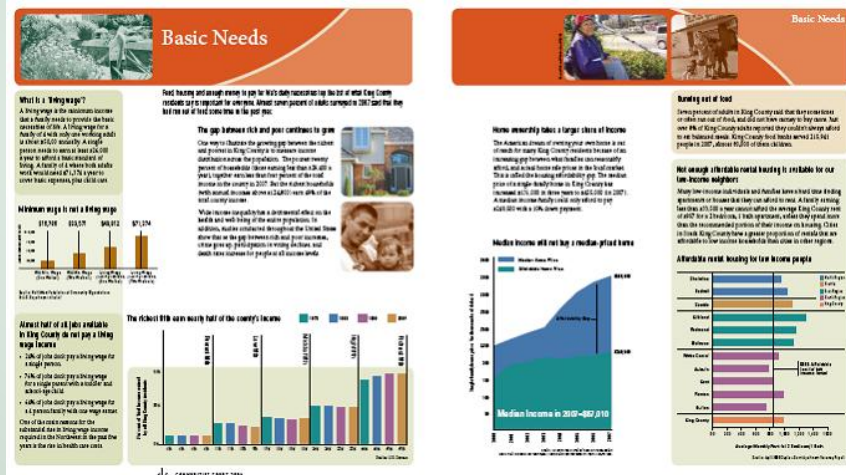
- ❖ Affordable Housing
- ❖ Economy
- ❖ Environment
- ❖ Land use
- ❖ Transportation



Where find integration?

Communities Count: Social & Health indicators across King County since 1998

- ❖ Collaboration of King County, cities, nonprofits, based on community visioning



Where find integration?



Since 2007, four forums held, 1,412 of residents participated, and reports to council

- ❖ Round 1 – Transportation
- ❖ Round 2 – Strategic Priorities
- ❖ Round 3 – Values & Performance of King County government
- ❖ Round 4 – Public Safety – Law & Justice



Where find integration?

Countywide Strategic Plan

“Working Together for One King County”

Public and policy input:

- ❖ Community Surveys and public workshops
- ❖ Employee Survey
- ❖ Vision/views of elected officials
- ❖ Meetings with cities
- ❖ Countywide Community Forums
- ❖ SWOC analysis



10 King County Strategic Plan 2010-2014

Justice & Safety

Goal: Support safe communities and accessible justice systems for all

Objective 1. Keep people safe in their homes and communities

- a. Maintain a proactive law enforcement presence in unincorporated communities and cities with whom we contract
- b. Maintain safe and secure county-owned infrastructure, including roads, bridges, buses, transit facilities, parks and buildings such as courts
- c. Provide programs and support for individuals exposed to violence
- d. Provide rapid emergency response
- e. Collaborate with local jurisdictions to define and provide regional law, safety and justice services
- f. Enforce building and land-use codes in unincorporated areas

Objective 2. Ensure fair and accessible justice systems

- a. Eliminate barriers to court access
- b. Prosecute accused individuals fairly and efficiently
- c. Manage and resolve court cases in a timely manner
- d. Ensure the availability of public defenders to those who need them
- e. Provide therapeutic courts, such as mental health and drug courts

Objective 3. Ensure offending individuals are appropriately detained or sanctioned

- a. Maintain adequate levels of secure detention for violent and repeat offenders
- b. Operate secure and humane detention facilities that comply with legal and regulatory requirements
- c. Provide a continuum of jail diversion programs, such as education and treatment
- d. Provide alternatives to secure detention to appropriate offenders

Objective 4. Decrease damage or harm in the event of a regional crisis

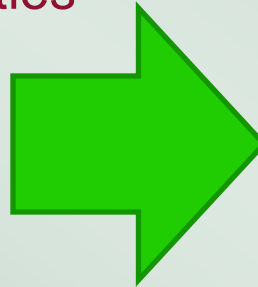
- a. Undertake regional emergency planning and preparedness activities, including education and coordination
- b. Coordinate and provide direct response to crises such as communicable disease outbreaks, floods, earthquakes, severe weather events, and homeland security threats

When achieve integration?

Linkages improving between KC and its residents

Performance Measures and Indicators:

- ❖ Aims High Reporting
- ❖ King Strategic Plan Priorities
- ❖ County Benchmark
- ❖ Communities Count



King County Strategic Plan 2010-2014 • Performance Measures Appendix • The "What" Goals Measures 7

Health & Human Potential (continued)

Promote opportunities for all communities and individuals to realize their full potential.

Objectives for HHP2	Strategies	Strategic Targets
Protect the health of communities	HHP2.a Ensure the safety of food, air, and water	• Percent of food establishments meeting safety standards
• Mortality rate by race/ethnicity, income, geography	HHP2.b Make healthy choices easy choices through policy, system, and environment changes	• Percent of King County residents making healthy choices (based on CDC's Behavioral Risk Factor Surveillance System)
	HHP2.c Monitor and improve environmental quality and reducing exposure to hazardous materials	

Objectives for HHP3	Strategies	Strategic Targets
Support the optimal growth and development of children and youth	HHP3.a Support prevention and early intervention programs for children and youth most at-risk	• Percent of youth that acquire new employment preparation skills, advance educationally or secure employment by completion of Youth Employment Program
		• Percent of youth served in youth development programs who report an increase in protective factors or a reduction in risk factors
		• Access rate for early intervention child development services
• Percent of students who meet physical activity recommendations	HHP3.b Build partnerships with local and regional education systems to enhance their programs	
• Child and youth vaccination rates		
• Percent of children adequately prepared for school, by race, geography, income		
• High School graduation rates, by race, geography, income	HHP3.c Provide or contract for behavioral health and human services designed to meet the unique developmental needs of children and youth	• Percent of youth served in youth development programs who report an increase in protective factors or a reduction in risk factors
		• Percent of youth who achieve one or more goals in their case management plan



When?

Status of Progress Toward Achieving the Vision

- ✓ KC is positioned to adopt the first countywide strategic plan
- ✓ Public engagement evolving; process more citizen-driven
- ✓ Public reporting of community indicators/priorities improving
- ✓ Better linkage to budget and policy making developing
- ✓ CI/PM integration has many more miles to go

Contacts/Resources

- [
Countywide Performance Management Work Group http://www.kingcounty.gov/operations/auditor/performance_measurement.aspx
- [
Office of Strategic Planning and Performance Management (OSPPM) <http://www.kingcounty.gov/exec/strategy.aspx>
- [
King County Strategic Plan <http://www.kingcounty.gov/exec/strategy/StrategicPlan/CountyStratPlan.aspx>
- [
Countywide Community Forums <http://www.kingcounty.gov/auditor/communityforums.aspx>
- [
Communities Count <http://communitiescount.org/>
- [
County Benchmark Report <http://www.kingcounty.gov/exec/strategy/PerformMgmt/BenchmarkProgram/AboutBenchmarks.aspx>
- [
Cheryle.Broom@kingcounty.gov
- [
Chantal.Stevens@kingcounty.gov



TMT & Washoe County: **CI ↔ PM**

What integration is accomplishing?

Performance management, measurement & reporting consistent with citizen priorities & quality of life (QOL) visions

Why integration?

QOL improvement, good governance & less resources

When integration happens?

Expanded integration with annual FY budgeting cycles

Where integration is occurring?

Regional collaboration across 10 quality of life areas, but not all local governments or neighborhoods, nor all 33 CI's

Who's involved?

Diverse public/private/nonprofit/citizen engagement



Stage I

Truckee Meadows Tomorrow (TMT)



- 1989 Nevada Legislature mandated regional planning following population explosion
- Economic research: quality of life (QOL) key for re-location
- Grassroots groups believed indicators could measure QOL + impacts from growth

1993: TMT engaged >4,000 citizens, id 180 CI's & the community selected 66 for reporting ↻ or ↺ as a roadmap for the region

What matters most to your QOL (living, working, raising a family) in the Truckee Meadows?



Stage I

Washoe County, NV



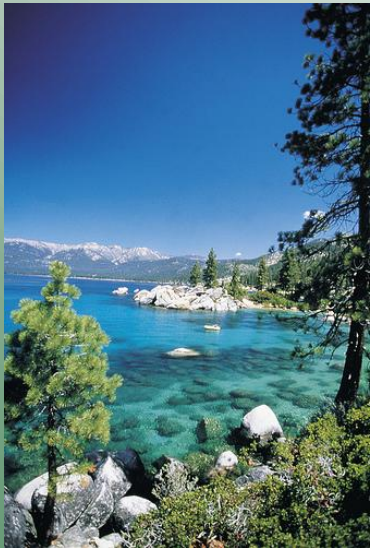
- 7,000 sq. miles from Lake Tahoe ⇒ Pyramid Lake
- Truckee Meadows = 4,500' valley metro/urban areas (Cities of Reno & Sparks)
- Truckee River & high rural desert



Gaming, recreation, transport & warehousing (Freeport laws and low taxes)

Reno tagged the “Biggest little city in America”
(425,000 residents + 5,000,000 visitors)

Indicators not incorporated into regional plan



Stage II

1996: TMT & Washoe County

- CI's relevant to community's QOL vision
- Reliable, outcomes-oriented measures
- Actionable for improvement by community
- Early warning system for desired change

County Manager initiates Citizen Organizational Effectiveness Committee for evaluation of services

“To be perceived as relevant to our citizens, we must perform the work they value.”

Washoe County begins using CI's in environmental scans and strategic planning

Stage II

1998: TMT & Washoe County

TMT Adopt an Indicator

- Voluntary action pledges to improve adopted CIs

BCC adopts 5 CI's with programs for improvement

1. ⬇ per capita energy consumption (pledging 75% alternative fuel vehicles purchase 1998-99)
2. ⬇ vehicle miles traveled per employee
3. ⬆ tons recycled solid waste, ⬇ tons ⇒ landfills
4. Litter Index adopted
5. ⬆ community appearance ratings



Stage III

2001: TMT & Washoe County

TMT QOL Compacts

- Collaborative capacity-building model

County Compact to measurably improve natural resources



- ✓ Air quality - 90% ↗ alt. fuel new vehicles
- ✓ Waste reduction - 20% ↗ recycling rate
- ✓ Energy conservation - 21% ↘ energy + 14% ↘\$
- ✓ Water conservation/quality - 10-15% ↘usage
- ✓ Community capacity-building (mentor compacts)
 - Open space
 - Voter turnout
 - Indicator outcomes
 - Affordable housing

Stage IV

TMT & Washoe County CI ↔ PM today



Citizen-driven planning

- CI's used to develop environmental scans & id emerging issues/needs
- BCC + Depts conduct strategic planning & adopt plan (basis for budget)

Performance management consistent with citizen priorities

- Depts id objectives & service levels to meet strategic priorities as measurable outcomes & budgets developed to achieve FY objectives
- Management monitors performance & adjusts resource allocation

Accountable measurement reporting

- Performance Measurement & Management System* annual report (4-yr PM's)
- Performance reports by strategic priority online + *Budget Book*
- TMT uses PM's as part of *Community Wellbeing Reports* & online CI updates

Community improvement data & results

- Tools for planning, budgeting & decision-making to measurably improve service delivery & gauge if policies beneficial in relation to citizen priorities

TMT & Washoe County *Open Space example*

Stage IV

TMT 1993 - *Open space*

- 33,953 acres additional public lands acquired as open space
- 2,363 acres open space dedicated from the dev process
- 480 potential acres lost to development (1995)

2008 - *Open space access & connectivity*

- 42.5 miles of connected multi-use trails - ⬆
- 871 acres of public land acquired as greenways or open space - ⬇

Washoe County 2008-10 Key Outcomes

2.1 Protect & cooperatively plan regional parks, open space & ecosystems

Success Indicators (3:33 CI's & data measures)

15-Recreation; 25-Land use balance & sensitivity;
30-Open space access & connectivity

Supporting Goals & Measures

2.1.1 Complete 100% of natural resources mgt plan
2.1.2 Preserve & plan for regional parks, trails & OS

collaborative efforts for connectivity thru trails

remaining area plans adopted

Lead Departments

- Parks
- Community Development

TMT & Washoe County *Open Space example*

Stage IV

Parks Performance Measures	2005	2006	2007	2008	2009 *
# Regional parks visitors (millions)	3.2	3.0	2.8	3.0	3.0
# Park acres maintained		975	984	1,030	1,400
Maintenance FTE		19.2	23.2	25.0	26.5
% Quality rating "good or better"			81%	90%	90%
FTE's /1,000 population (excluding golf)					0.27
Open space acreage available to users				8,000	9,627
# Acres acquired for regional parks or open space				404	100
# Recreational trails projects completed					12

TMT & Washoe County *Open Space example*

Stage IV

Community Development PM's	2006	2007	2008	2009 *
Potential acres in unincorporated county identified in adopted OS plan	460,000	460,000	460,000	500,000
# Acres with open space land use designation	278,000	278,000	278,000	278,000
# Acres acquired for open space (w/o open space land use)	935	500	500	200
% Open space relative to potential	61.3%	61.4%	61.4%	61.4%



Outcome -- Increasing concern to acquiring access points & connections to trail networks for preservation & future use

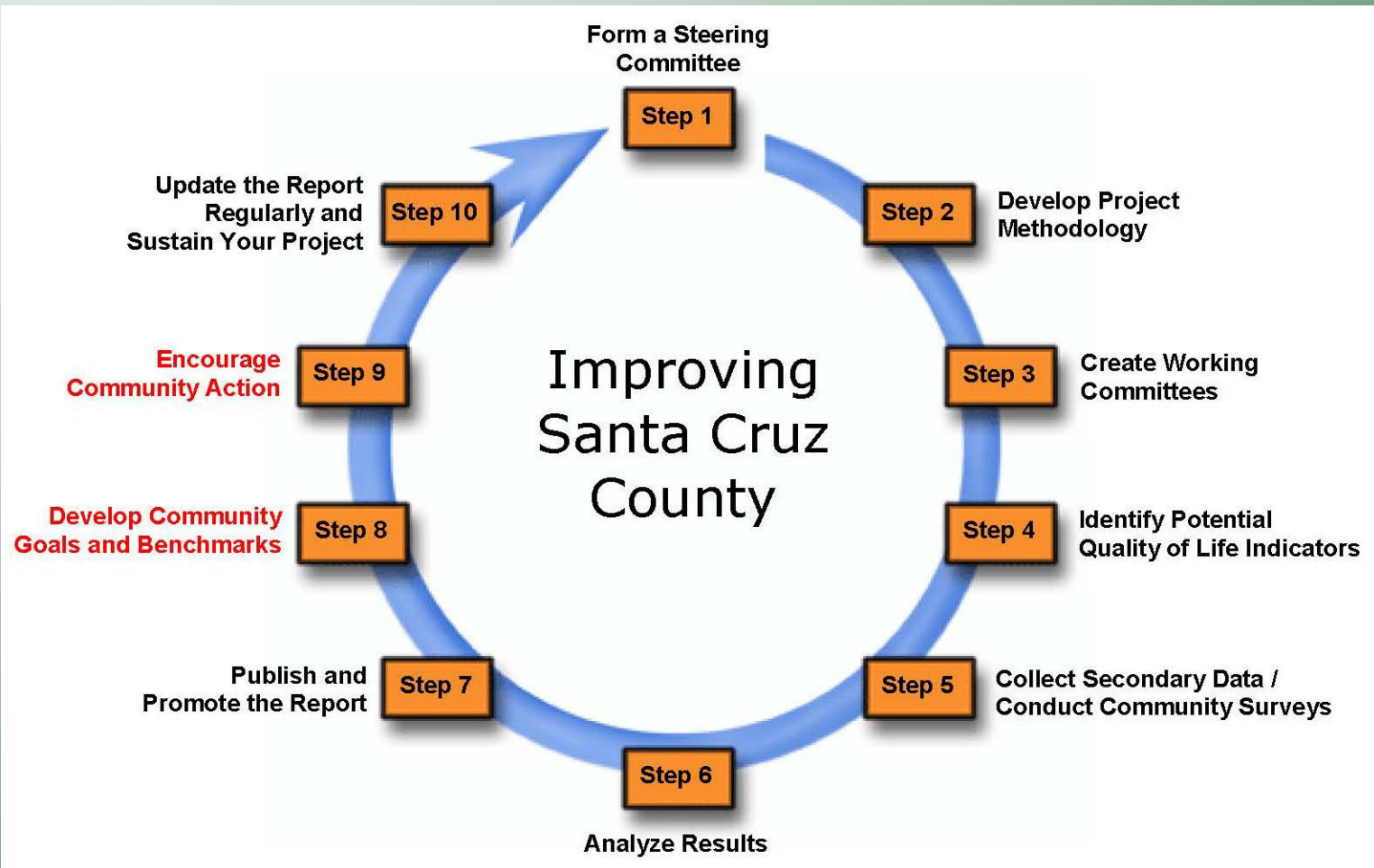
Stage IV



TMT & Washoe County CI ↔ PM lessons learned

- ✓ CI's must be inclusive of, selected by, & for the community to be transparent, trusted & used for results-based governance
- ✓ CI's & PM's relate to quantifiable community visioning & sustainability for future generations -- improvement is the responsibility of entire community
- ✓ **Access to resources is critical to ongoing CI-PM integration efforts to effect positive change**
- ✓ Involve the media for greater public awareness & empower the grassroots with actionable tools

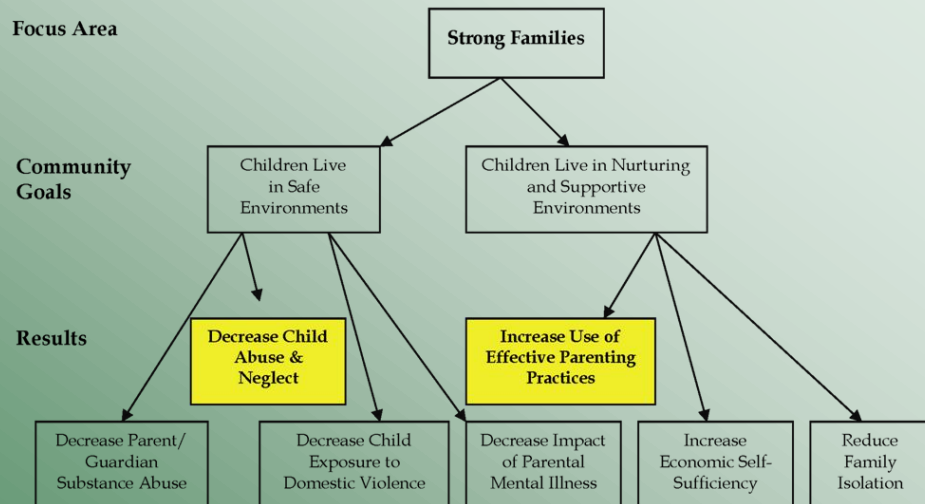
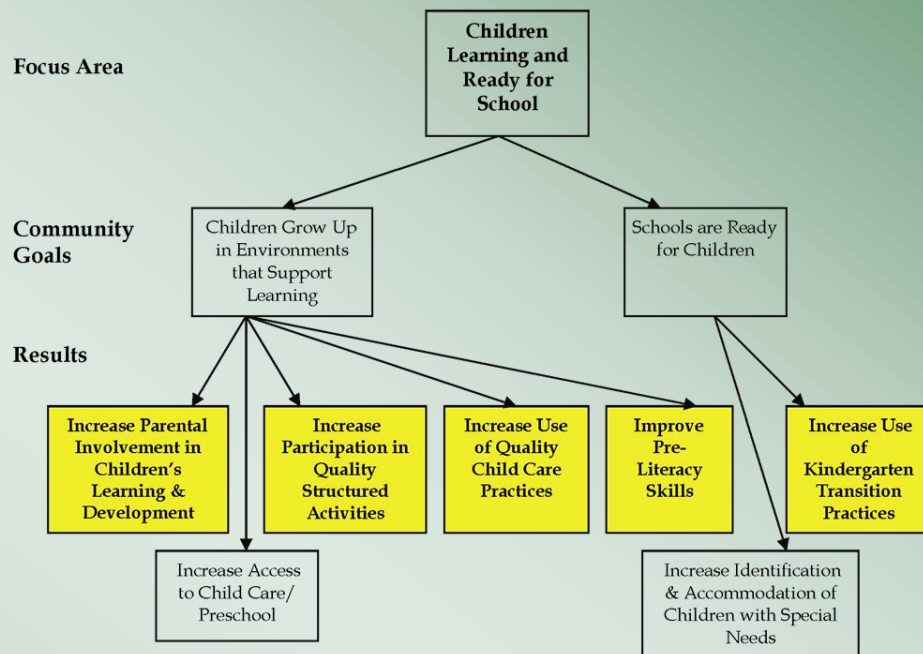
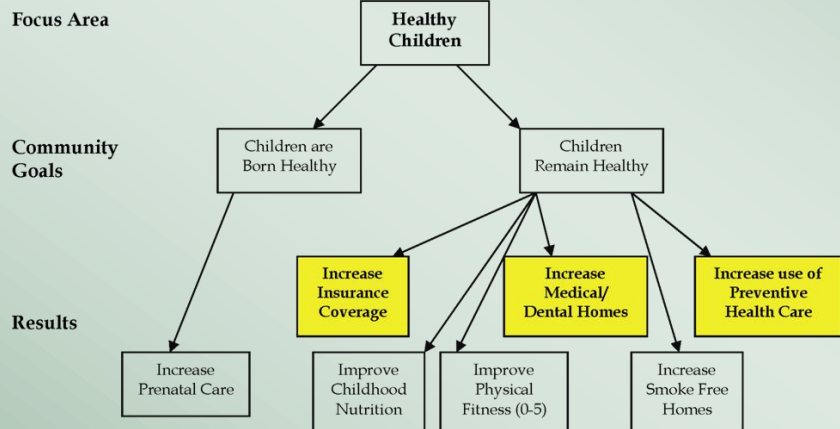




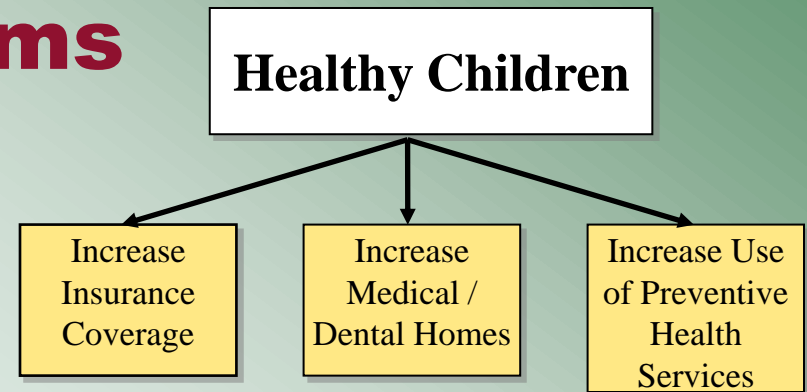
Children and Youth Initiatives Related to the Santa Cruz CAP

Initiative	What it does?	Who it serves?	Key CAP indicators
Healthy Kids	Provides universal health care for children	Children 0-18 who are from low-income families regardless of immigration status	Access to health care Low income health care Health insurance Birth weight Breastfeeding Immunization levels Dental care
Together For Youth	To decrease drug and alcohol use	Teens	Binge drinking Acceptance of adult alcohol provision Acceptance of marijuana use Tobacco use Substance use by students Methamphetamine concerns
Go For Health	To decrease childhood and youth obesity	Children and Youth	Breastfeeding Physical activity Fruit and vegetable consumption Obesity Diabetes
Safe Schools / Healthy Students	Decrease drug/alcohol use; decrease violence and gang activity; improve educational outcomes	19,000 High School Students in One District	Binge drinking Tobacco use Substance use by students High school dropout rates Satisfaction with school system School safety

Taking Coordinated Action



Coordinating Programs



Need	<p><i>Children's access to health insurance and health care are important determinants of better health outcomes and readiness to learn.</i></p> <p><i>Source: Institute for Health Policy Solutions (2001)</i></p>
Strategic Framework Result	<ul style="list-style-type: none"> •Increase insurance coverage •Increase medical/dental homes •Increase use of preventive health services
Partners	<ul style="list-style-type: none"> •Health Care Outreach Coalition (HCOC) •Central Coast Alliance for Health (CCAH)

Coordinating Programs

Strong Families

Decrease Child
Abuse & Neglect

Increase Use of
Effective Parenting
Practices

Need

In 2008, there were 12 substantiated cases of child abuse per 1,000 children ages 0-17 in Santa Cruz County as compared to a rate of 10 per 1,000 in California.

Source: TBD

Strategic Framework Result

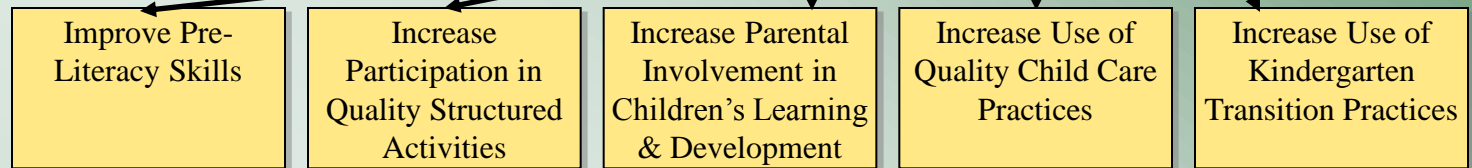
- Decrease child abuse and neglect
- Increase use of effective parenting practices

Partners

- Families Together (FT)
- Parent Education Collaborative (5 Family Resource Centers)

Coordinating Programs

Children Learning and Ready for School



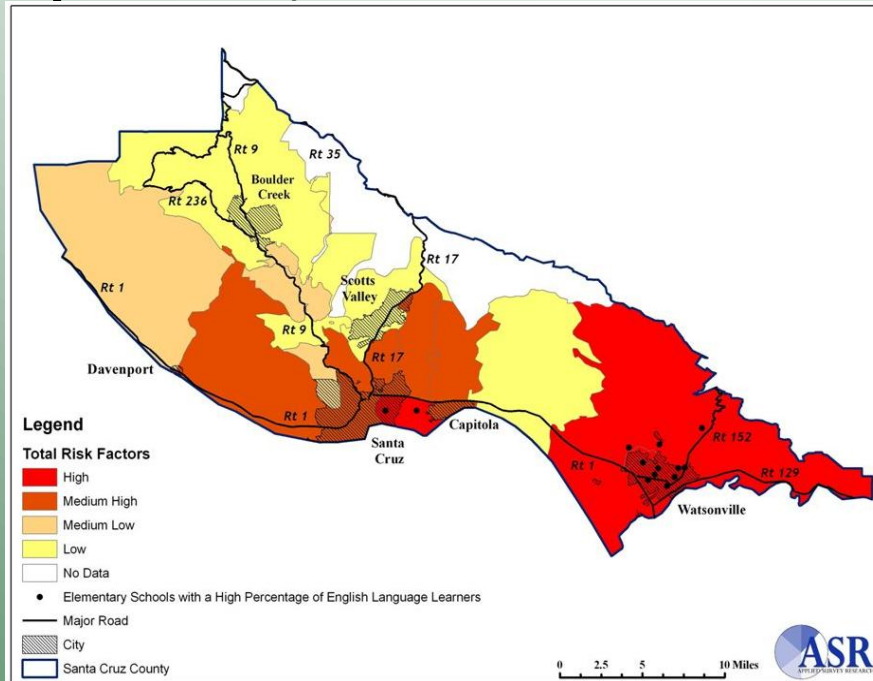
Need	<p><i>In 2008 only 34% of 3rd grade students in the County scored proficient or better on the standardized California English Language Arts test (STAR). Furthermore, only 11% of 3rd grade students in 13 Pajaro Valley Unified School District elementary schools scored proficient or better on the AYP English Language Arts test.</i></p> <p><i>Source: United States Department of Education</i></p>	
Strategic Framework Result	<ul style="list-style-type: none"> • Improve pre-literacy skills • Increase participation in quality structured activities • Increase parental involvement in children's learning and development • Increase use of quality child care practices • Increase use of kindergarten transition practices 	
Partners	<ul style="list-style-type: none"> • Migrant Education, Summer Pre-K Academy • Pajaro Valley Unified School District Parent Conference • Cabrillo College • Raising A Reader 	<ul style="list-style-type: none"> • Santa Cruz County Office of Education • Santa Cruz Public Library • Kate Horst/SEEDS • Starlight Infant/Toddler Program • La Manzana Community Resources

Effective Integration

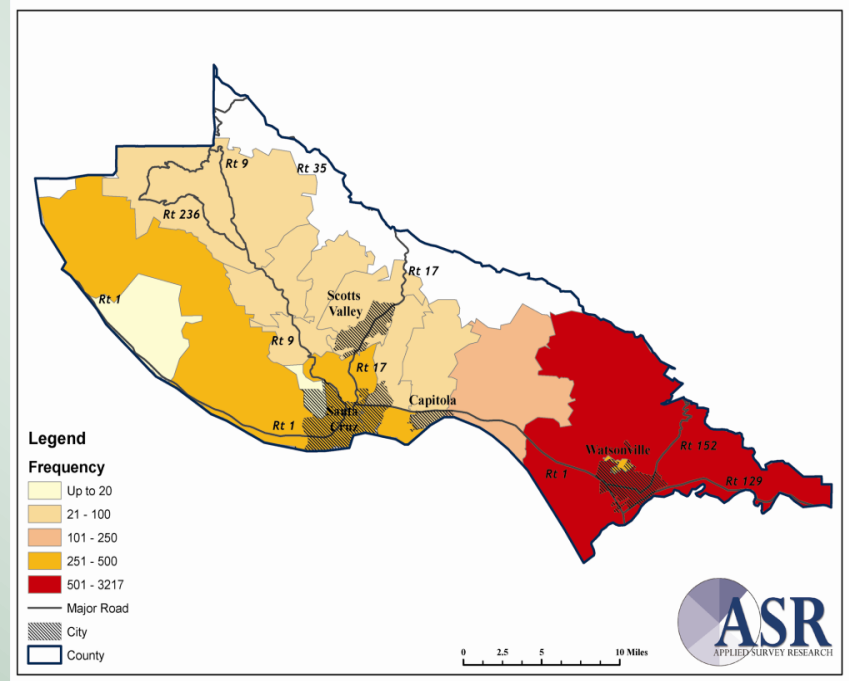
Profile of First 5 Participants

Are children at highest risk served by First 5 programs?

Levels of Children's Vulnerability,
by ZIP code, 2005



Number of Children Served by First 5
Programs, by ZIP Code, 2009



**YES
!**

Source: Applied Survey Research, *Geo-Mapping Children's Vulnerability in Santa Cruz County*, Presentation to First 5 Santa Cruz County, 2005

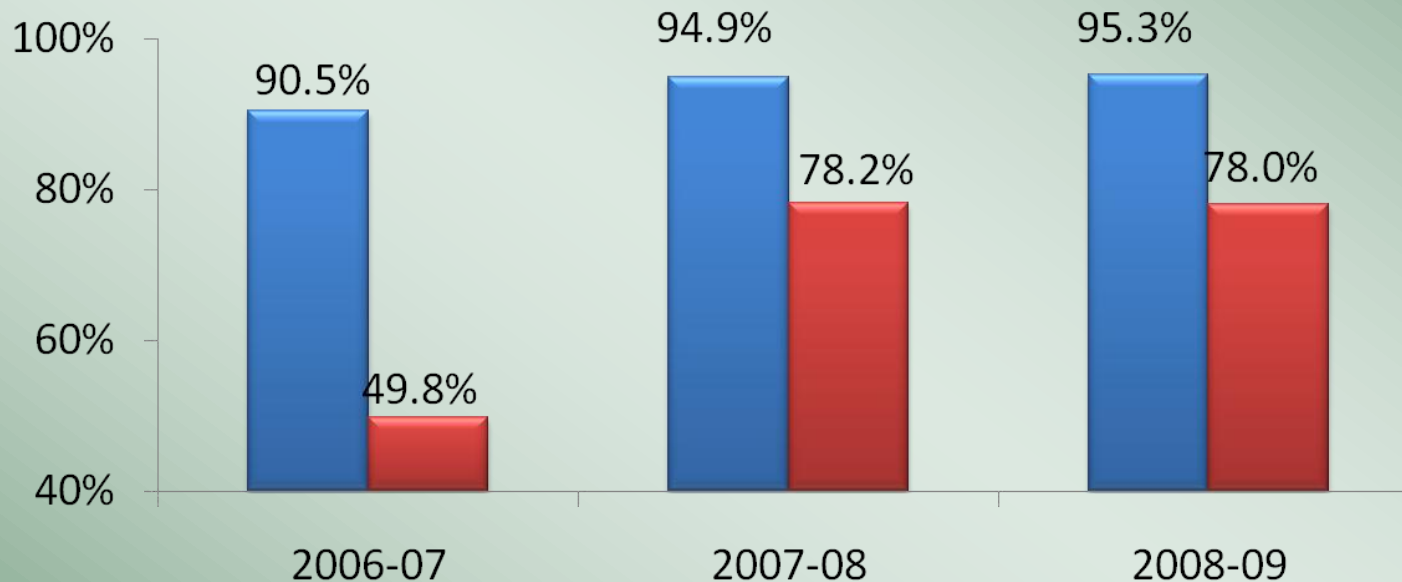
Source: SUN database/CCD data for July 1, 2008–June 30, 2009
Note: Of the 5,440 children served by First 5, this map displays data for the 4,992 children with known ZIP codes.

Effective Integration

Profile of First 5 Participants

Are children at highest risk served by First 5 programs?

**YES
!**



■ Percent with Incomes Below the Santa Cruz County Self-Sufficiency Standard

■ Percent with Incomes Below the Federal Poverty Level

Source: SUN database/CCD data for July 1, 2008 – June 30, 2009

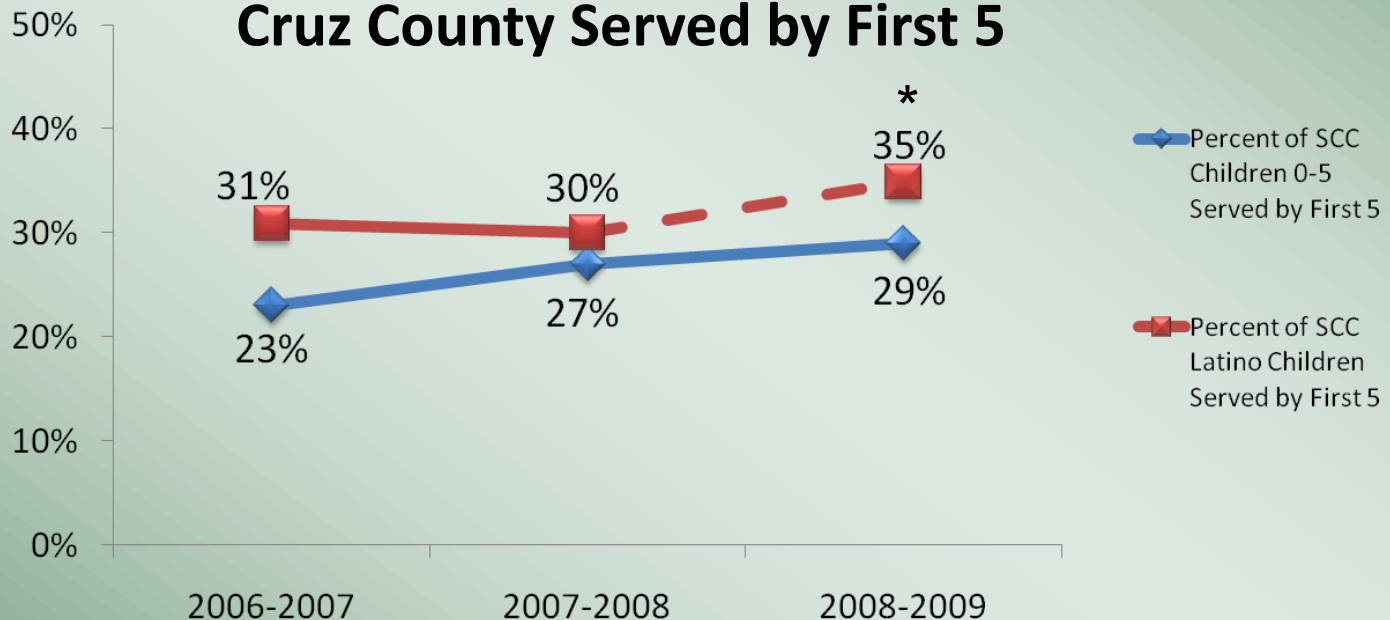
Effective Integration

Profile of First 5 Participants

Are children at highest risk served by First 5 programs?

**YES
!**

Percent of 0-5 Year Olds in Santa Cruz County Served by First 5



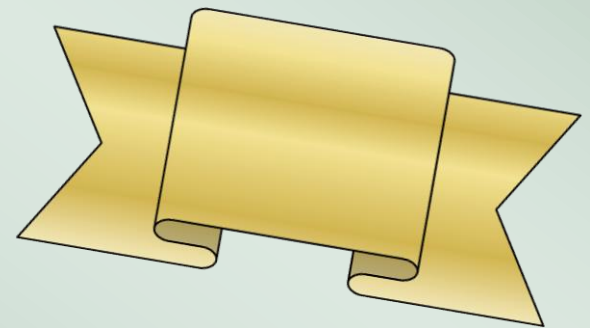
* Due to lack of data availability these figures are based on population projections.

Source: Population figures for 2004-2008: State of California, Department of Finance, *Race/Ethnic Population with Age and Sex Detail, 2000-2050, Sacramento, California, May 2004.*

SUN database/CCD data for July 1, 2006 – June 30, 2009

Creating an education program for officials about the values & uses of integrated CI and PM

- **Brochure – Overview (on Web shortly)**
- **Webinars - The experiences of leaders (beginning in May)**
- **Focused technical assistance – Speakers Bureau (template)**



Developing an on-line database of CI-PM integration efforts

- **A searchable database on community indicator and CI-PM integration projects**
- **Phase I**
 - ❖ To be released in late April 2010
 - ❖ Will capture broad information on indicator and CI-PM integration efforts
- **Phase II**
 - ❖ To be released by the fall of 2010
 - ❖ Expand the database to capture specific information on the types/categories of community indicators and performance measures and to show which specific CI and PM are integrated

Resources - Contacts

- CIC Web site: www.communityindicators.net/
- Aclomax@aol.com
- Cheryle.Broom@KingCounty.gov
- Karenhruby@sbcglobal.net
- Susan@appliedsurveyresearch.org
- TMT: www.truckeemeadowstomorrow.org
- Washoe County: www.washoecounty.us
- Applied Survey Research : www.appliedsurveyresearch.org
- Countywide Performance Management, King County Auditor's Office:
www.kingcounty.gov/operations/auditor/performance_measurement.aspx